

**BEFORE THE  
POSTAL RATE COMMISSION  
WASHINGTON DC 20268-0001**

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POSTAL RATE AND FEE CHANGES, 2000  
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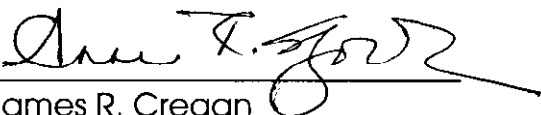
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**NOTICE OF  
MAGAZINE PUBLISHERS OF AMERICA, INC.  
CONCERNING SECOND ERRATA TO ANSWERS TO INTERROGATORIES  
OF WITNESS HAY (USPS/MPA-T4-1-7) (ERRATUM)**  
\_\_\_\_\_

**(JULY 12, 2000)**

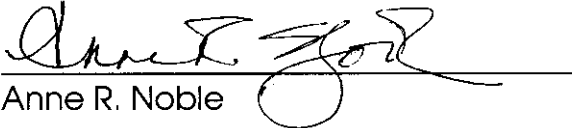
Pursuant to the Commission's Rules of Practice, Magazine Publishers of America, et al., hereby provide notice of the filing of errata to the answers to interrogatories USPS/MPA-T4-1 and 5, posed by the USPS to MPA witness Hay (MPA-T-4), which were originally filed on July 3. The errata consist of attachments that were described in the answers to interrogatories, but inadvertently not attached. The attachments are attached to this notice; they were previously faxed and hand-delivered to counsel for the Postal Service.

Respectfully submitted,

  
James R. Cregan  
Anne R. Noble  
Counsel  
Magazine Publishers of America, Inc.  
Suite 610  
1211 Connecticut Avenue NW  
Washington DC 20036  
(202) 296 7277

**CERTIFICATE OF SERVICE**

I hereby certify that I have this date served the foregoing document upon all participants of record in this proceeding in accordance with the Commission's Rules of Practice.

  
Anne R. Noble

Washington DC  
July 12, 2000

**USPS/MPA-T4-5.** Please provide copies of all contracts, agreements (including confidentiality and non-disclosure agreements), task orders, job descriptions, work proposals or other documents relating to your duties on the Data Quality Study.

**Response:**

Please see the attached contract. There are no other documents.



## Econolynx International Ltd.

## HEAD OFFICE:

1900 MERIVALE RD.,  
SUITE 202,  
NEPEAN, ONTARIO  
K2G 4N4  
CANADA

TEL.: (613) 723-8698  
FAX: (613) 723-7333

## ASSOCIATES OFFICES:

BANGKOK  
RALEIGH  
LOS ANGELES  
VANCOUVER

June 26, 1998

A. T. Kearney, Inc.  
225 Reinekers Lane  
Alexandria, VA 22314

Attention: Frank M. Somerville

Re: Independent Consultant Agreement No. 102590-97-B-1972-011

Dear Mr. Somerville:

Further to your letter and *Independent Consultant Agreement* of June 17<sup>th</sup>, 1998 please find enclosed a copy of the signed U.S. Postal Service Contract No. 102590-97-B-1972-011 as requested. Also attached is Attachment "A" (Verification of Independent Consultant Status), Attachment "B" (Statement of Personal Conflict of Interest Avoidance), 2 business cards and two pieces of stationery which were also requested.

I trust the above will be found in order and await your notification of receipt. If there is any further information required please don't hesitate to contact me.

Kindest regards,

Keith A. J. Hay

encl.

**INDEPENDENT CONSULTANT AGREEMENT  
NO. 102590-97-B-1972-011**

This Agreement establishes the terms and conditions under which the parties have mutually agreed that **Keith A.J. Hay** (Consultant) will perform services as an independent contractor, also referred to as an **Independent Consultant**, for A.T. Kearney, Inc. (Kearney). In this capacity, Consultant will provide professional services to Kearney's Linx Group as requested by the undersigned or his designated representative, who will be identified in writing.

Consultant's compensation for services provided under this Agreement for the Decision Support Systems group of the U.S. Postal Service will be **\$200.00 USD** per working hour. It is understood that this is Consultant's "Most Favored Customer Rate", to be verified by submission, upon request, of copies of three (3) recent Consulting Agreements or invoices showing billings at this rate. Compensation for any other engagements will be determined upon acceptance of the engagement by the Consultant and will be reflected by a modification to this agreement.

Actual and reasonable out-of-pocket expenses incurred in the performance of services under this Agreement, such as those incurred in living and travel away from home, which are adequately documented by appropriate receipts will be reimbursed by Kearney at cost. Any questions concerning the appropriateness of such expenses should be directed to and based on the prior concurrence of the cognizant Kearney project officer(s). Consultant agrees to abide by the limitations of the United States Post Office Travel Policies (Handbook F-15) concerning First Class travel, per diem rates for lodging, meals and incidental expenses, unallowable expenses, etc. The current limits for any location to be visited will be provided by Kearney upon request.

Invoices for services and out-of-pocket expense incurred may be submitted monthly to the cognizant Kearney project officer(s) to verify their allowability, allocability and reasonableness to the Kearney client(s). A separate invoice must be prepared for each client engagement (identifying client and engagement or project by name and number) or non-client project for which Consultant has provided professional assistance. Consultant's Social Insurance Number (SIN) must be on all invoices. You must make the submissions required by Attachment A before any invoices will be paid. Details substantiating hours and expenses must be submitted with each invoice. Receipts must be provided for all expenses.

It is understood and agreed that Consultant is an independent contractor and not an employee, agent or representative of Kearney and that because Consultant is not an employee, and Kearney's insurance programs do not cover independent contractors for any purpose whatsoever, Consultant is not covered by any Kearney insurance, including the provision of disability insurance, group life insurance, medical insurance, liability insurance, workman's compensation, errors and omissions or other professional insurance or participation in Kearney's profit sharing or employee benefit plans.

Items required to verify independent status are contained in Attachment A.

It is understood that Kearney will not withhold income taxes, FICA, Social Security or unemployment taxes on Consultant's behalf and that Consultant is directly and personally responsible for the payment of Federal and State self-employment and income taxes.

It is agreed that any technology, including, but not limited to computer software, which is developed or improved by Consultant under this Agreement shall be considered to have been jointly developed or improved with Kearney and shall become the property of Kearney for the purposes of delivery to its client(s).

It is also agreed that any technology developed jointly by Consultant and Kearney, as set forth above, or any technology or other information of a proprietary or confidential nature to which Consultant becomes privy while performing services under this Agreement, shall not be disclosed to persons not party to this Agreement.

Kearney has the sole discretion to ask Consultant, upon five business days notice, to cease work for any Kearney assignment or client. If Kearney's services are terminated by a client, Consultant's services on that assignment will cease immediately upon being notified by Kearney.

The Consultant certifies as follows concerning its business status (check YES or NO for each item):

	<u>YES</u>	<u>NO</u>
Small Business	<u>✓</u>	<u>—</u>
Disadvantaged Business	<u>—</u>	<u>✓</u>
Woman Owned Business	<u>—</u>	<u>✓</u>

Any dispute of any nature arising out of this Agreement and not resolved by agreement of the parties shall be resolved by final and binding arbitration pursuant to the rules of the American Arbitration Association. An arbitrator mutually agreed upon from the roster of the American Arbitration Association shall conduct the arbitration. In the event the parties cannot agree upon an arbitrator, the American Arbitration Association shall designate a member of said Association to serve as arbitrator.

Each party shall bear its own attorneys fees and expenses arising out of any dispute, with costs of arbitration to be paid by the losing party or equally, as determined by the arbitrator. Such arbitration shall be conducted in Alexandria, Virginia.

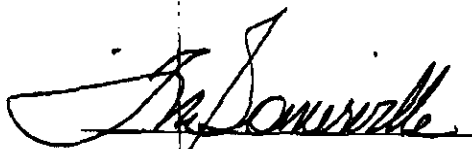
This document constitutes the entire agreement between the parties and may not be altered, amended or modified except by written instrument signed by both parties.

This Agreement shall remain in force from June 20, 1998 through September 30, 1998, unless canceled by either party upon thirty days written notice.

This Agreement shall be governed and construed in accordance with the laws of the Commonwealth of Virginia.

A.T. Kearney, Inc.

Consultant



Name: Frank M. Somerville

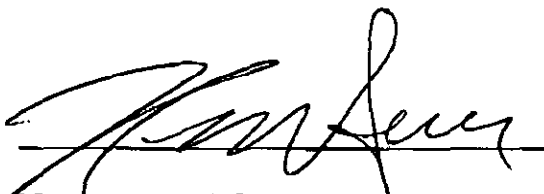
Title: LINX Business Manager

Date: June 20, 1998

Contact: Frank M. Somerville  
225 Reinekers Lane  
Alexandria, VA 22314

Telephone: (703) 739-4762

FAX: (703) 836-0547



Name: Keith A.J. Hay

Title: President

Date: June 26/98

SIN: 429-122-641

Address: Econolynx, Intl., Ltd.  
1900 Merivale Rd., Suite 200  
Nepean, Ontario K2G 4N4  
Canada

Telephone: (613) 723-8698

FAX: (613) 723-7333

## ATTACHMENT B

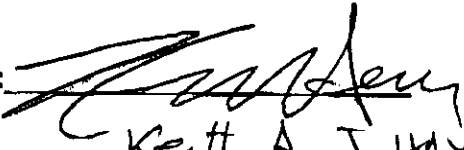
## Statement Of Personal Conflict Of Interest Avoidance

A.T. Kearney, Inc. Project No. TG1005

Project Name: U.S. Postal Service

(TO BE COMPLETED FOR EACH SEPARATE PROJECT/SUB-PROJECT)

I am familiar with the scope of work for the above referenced activity and believe myself to be free of any and all Conflict Of Interest (COI)\* pertaining to the companies and facilities or government agencies involved, which could impair my objectivity in performing the work.

Signed: Name: Keith A. J. HayDate: 22 June 1998

\*Any of the following may constitute a potential COI:

- History of employment by or consulting to the company or companies involved.
- Employment of immediate family member by the company or companies involved.
- Employment of immediate family member by a direct competitor of the company or companies involved.

**RESPONSE OF MAGAZINE PUBLISHERS OF AMERICA WITNESS HAY  
TO INTERROGATORIES OF UNITED STATES POSTAL SERVICE  
(USPS/MPA-T-4-1-7)**

**USPS/MPA-T4-1.** Please provide a complete listing of all publications that you have authored or co-authored.

**Response:**

Please see attached partial list of publications and reports.

Keith A. J. Hay (written work, partial listing)

# REPORTS, BOOKS AND MONOGRAPHS:

- ♦ Using the Post Office as a Development Tool (with David Rawnsley), presented at the 8<sup>th</sup> "Conference on Postal and Delivery Economics", Vancouver, Canada, June 2000.
- ♦ Issues of Statistical Cost Studies in the United States Postal Service. Testimony before the US Postal Rate Commission, Washington, D.C., May 2000.
- ♦ Canadian International Trade with the USA. Relative Trade Growth under NAFTA: A Comparative Time Series Study. Japan Ministry of Foreign Affairs, March, 2000.
- ♦ Issues on E-Business, Knowledge Management, and Developing Countries. CIDA, Africa Branch, January 2000
- ♦ Economic Growth, Aid Effectiveness and Poverty Reduction in Sub-Saharan Africa. CIDA Africa Branch, Jan. 2000 (with Neil Saravanamuttoo)
- ♦ Challenges and Opportunities for Guyana and the Caribbean. Recent Trends in Globalization and the Information Revolution. The First International Management Conference in Georgetown, Guyana, October 1999
- ♦ Canada-US Auto Pact. Implications for Japan at the WTO. Japan Ministry of Foreign Affairs, March 1999.
- ♦ A Model for the Postal Industry in a Developing Economy (with David Rawnsley and A. Robinson), presented at the 6<sup>th</sup> "Conference on Postal and Delivery Economics", Berne, Switzerland, June 1998.
- ♦ Data Quality Study. US Post Office, Postal Rate Commission, December 1998 (with Peter Weylie).
- ♦ Blainville Horse Show Study. Blainville Horse Show, March, 1998.
- ♦ Prospective Issues on North American Automotive Trade. Embassy of Japan, Ottawa, Canada, September, 1998 (with P. Kanagaratnam)
- ♦ Canada-U.S. Trade Relations. A Success Story of Dynamic Strategic Management, Embassy of Japan, Ottawa, Canada, May, 1998.
- ♦ Economic Impact of a Large Horse Show. Ontario Horsemen's Association, September 1997.
- ♦ Assessment of Impact of Rural Maintenance Program. CARE-Bangladesh, December, 1997.
- ♦ Vietnam Telecoms Project Financing Simulation Analysis. Agriculture Canada and CIDA, Ottawa, 1997 (with Ellen Hols).
- ♦ China (Sichuan) Telephone Project Financing Simulation Analysis. Asian American Telecommunications Corporation (AAT), Columbus, Ohio, USA, 1996.
- ♦ Implications of the Growth in Asia Trade and Traffic for Transportation Safety and Security. Satellite Navigation and Communications. (with Ellen Hols), Asian Pacific Economic Cooperation Group, (APEC) Manila, 1996.
- ♦ China Transport Sector Programming Options Paper. (with Vaughan Corbett and Ellen Hols), CIDA China Desk, November 1996.
- ♦ Canadian Export Opportunities in Asian Housing Markets. (with Ellen Hols), Asian Pacific Economic Cooperation Group, (APEC) Manila, 1996.
- ♦ Impact of Various Size Horse Shows on Economies in Canada. (with Ellen Hols), Professional Horseman's Association in Canada, November 1996.
- ♦ Vietnam Telecoms Project Financing Simulation Analysis. (with Ellen Hols), PortaCom Wireless, Los Angeles, Ca., USA, 1996.
- ♦ Feasibility of Producing a Combined Annual Report for CIDA. (with E. Hols and T. Gebre-Kidan), CIDA, 1996
- ♦ Macro Economic Considerations of Development Lines of Credit and Counter-Part Funds (Gosa Gilroy), CIDA, 1996.
- ♦ Review of Infrastructure Services Evaluation. CIDA Performance Review, 1996
- ♦ Needs Assessment Study. Controller General of Peru. (with O. Blanchet and R. Lefebvre), PAR Group, Lima, Peru, 1996.
- ♦ Methodology for Economic Monitoring in Ghana. Canadian International Development Agency, Africa Branch, 1995
- ♦ Infrastructure for Development in Asia: Strategic Programming Options. Canadian International Development Agency, Asia Branch, 1995.
- ♦ Guyana Technical Assistance. Seminar & Workshop. (team leader) Canadian International Development Agency, 1995.
- ♦ Evaluation of the Co-operative Republic of Guyana: Structural Adjustment Credit. The World Bank, 1995-96.
- ♦ Report on Revising the Canadian Bank Act and Supervision for Financial Institutions. Department of Foreign Affairs, Tokyo, Japan, 1995.
- ♦ Strategic Partnering Project: China Economic Benefits Study. GEC Alsthom Electromechanical, Montreal, 1995.
- ♦ Sources of Economic Instability in the Americas. Canadian International Development Agency, Americas Branch, 1995.
- ♦ Support to Public Expenditure Report: Methodology for Economic Monitoring in Ghana. for Canadian International Development Agency, Africa Branch, 1995.
- ♦ Infrastructure for Development in Asia: Strategic Programming Options. Canadian International Development Agency, Asia Branch, 1995.
- ♦ Guyana Technical Assistance. Seminar & Workshop. Canadian International Development Agency, 1995.
- ♦ Evaluation of Co-operative Republic of Guyana: Structural Adjustment Credit. The World Bank, 1995.
- ♦ Evaluation of Guyana Community Development. Futures Fund. collaboration with Frans Anema, Dada International, 1995.
- ♦ Strategic Partnering Project: Economic Benefits Study. GEC Alsthom Electromechanical, 1995.
- ♦ Canada Aid and Trade: Institutions, Policies and Results. Canadian International Development Agency, Policy Branch, 1994.
- ♦ Electric Power Generation in ASEAN. Market Opportunities. Foreign Affairs Canada, and Canadian Power Systems Export Promotion Group (CAPSEP), 1994.
- ♦ Capital Markets and Finance of Power Equipment: Exports and Services to ASEAN. Foreign Affairs, Canada and Canadian Power Systems Export Promotion Group (CAPSEP), 1994.

- ♦ *Economic and Strategic Pre-Feasibility Study: Vietnam*, Canadian International Development Agency, Asia Branch, Vietnam Program, (CIDA), 1994.
- ♦ *Structural Adjustment Programs in Sub-Saharan Africa*, Canadian International Development Agency (CIDA), 1994.
- ♦ *Economic Reform in Four Southern Africa Countries and Prospects for Economic Integration in the Region*, Canadian International Development Agency, (CIDA), 1994.
- ♦ *Executive Summaries and Recommendations: Donor Assistance in the Context of Structural Adjustment in Southern Africa*, Canadian International Development Agency (CIDA), 1994.
- ♦ *Tanzania: Recent Performance and Prospects*, Canadian International Development Agency (CIDA), 1994.
- ♦ *Lessons Learned: CIDA in Jamaica*, Canadian International Development Agency, Audit and Evaluation Division, (CIDA), 1994.
- ♦ *Current Situation and Outlook for Canadian Aid Policy*, Embassy of Japan, 1994.
- ♦ *Capital Markets and Financing of Power Equipment: Exports and Services to ASEAN*, Foreign Affairs, Canada and Canadian Power Systems Export Promotion Group (CAPSEP), 1994.
- ♦ *Hydro Electric and Transmission Distribution Equipment Manufacturing: A Strategic Asset For Canada*, Consortium "A" & "B", Hydro Electric and Transmission Distribution Equipment Manufacturers, 1994.
- ♦ *Electric Power Generation in Major International Markets: Business Opportunities*, Emerson Electric Canada Ltd., 1994.
- ♦ *Poverty Reduction and the Bangladesh Garment Export Sector*, Canadian International Development Agency, Ottawa, 1994 (with Angela Keller-Herzog and Hillary Hay).
- ♦ *Trade, Investment and Development of the People's Republic of China*, Canadian International Development Agency, 1993.
- ♦ *An Analysis of Trade and Investment in Indonesia*, Canadian International Development Agency, Ottawa, 1993.
- ♦ *CIDA's Balance of Payments Support Program for Guyana: Evaluation of Support Group Activities, Structural Adjustment Program and Development Lines of Credit*, Audit and Evaluation Division, Canadian International Development Agency, June 1993 (with Angela Keller-Herzog).
- ♦ *Economic Restructuring in Southeast Asia*, Canadian International Development Agency, 1993 (with Angela Keller-Herzog and Christine Thompson).
- ♦ *Dispute Settlement Mechanisms: Lessons for Canada-Japan Commercial Relations*, The Canada-Japan Trade Council, 1993 (with Iuh K. Singhal).
- ♦ *Thailand, Mexico and the North American Free Trade Agreement*, The National Economic and Social Development Board (NESDB), Bangkok, Thailand, 1993 (with Christine E. Thompson and Angela Keller-Herzog).
- ♦ *Canadian Environmental Capabilities Survey*, Canadian International Development Agency, Ottawa, 1993 (with C.G. Smallridge & Associates).
- ♦ *DAC Review of Japanese Development Cooperation*, Canadian International Development Agency, Ottawa, 1993.
- ♦ *Economic Benefits Study Feng Fu Zhou*, Canadian Hydropower Consortia "A" and "B", June 1993.
- ♦ *Canada-US Trade Dispute Settlement Mechanism*, Government of Japan, 1993.
- ♦ *Impact of Liberalizing the MFA For Bangladesh on Specific Canadian Clothing Subsectors*, Canadian International Development Agency, Ottawa, 1992 (with David R. Avon).
- ♦ *Some Issues Concerning CIDA's Approaches to Regional Planning in East Asia*, Asia Branch, Canadian International Development Agency, August 1992.
- ♦ *Canada-Japan: The Export-Import Picture 1992*, Canada-Japan Trade Council, Ottawa, 1992 (with Colin A. Saravanamuttoo).
- ♦ *Impact Study of the Multi-Fibre Arrangement (MFA) on Bangladesh*, Canadian International Development Agency, Ottawa, 1992 (with Soc Thinn).
- ♦ *Economic Study of the Canadian Sheep and Wool Industry*, Agriculture Canada, Ottawa, 1992.
- ♦ *Business Opportunities in Poland: A Guide to Agricultural Ventures*, EAITC, Ottawa, 1992, (with Armando Peachard-Sverdrup and Sheldon I. Polowin) pp 293.
- ♦ *Financing Future Exports of Canada's Electrical Power Equipment Industry*, in *Energy Studies Review*, (Volume 4, Number 2), McMaster Institute of Energy Studies, McMaster University, Hamilton, Canada, 1992 (with C.A. Saravanamuttoo), pp 161-180.
- ♦ *Financing Future Exports of Canada's Electrical Power Equipment Industry*, Canadian Power Systems Export Promotion Group, Ottawa, 1992, (with C.A. Saravanamuttoo).
- ♦ *Environmentally Sustainable Technology Transfer of Coal-Fired Energy Techniques: Canada and Asia*, in *Energy Studies Review*, (Volume 3, Number 2), McMaster Institute of Energy Studies, McMaster University, Hamilton, Canada, 1991 (with C.A. Saravanamuttoo and D.R. Avon), pp 178-183.
- ♦ *Report on the Potential and Mechanisms for Coal-Based Electrical Generation Technology Transfer Project*, Energy, Mines and Resources Canada, Ottawa, 1991 (with C.A. Saravanamuttoo and D.R. Avon).
- ♦ *Manufacturers: Has Canada Got the Goods for Japan?* Canada-Japan Trade Council, Ottawa, 1991.
- ♦ *Aid to South Asia in the 1980s: Canada's Role and some Implications for Trade*, in N.K. Choudhry, ed. *Canada and South Asia Development: Trade and Aid*, E.J. Brill, Leiden, 1991, pp.78-96.
- ♦ *Canadian Access to Funding for ASEAN Projects at International Financial Institutions*, ASEAN-Canada Business Council, Ottawa, 1990.
- ♦ *Doing Business in ASEAN: A Guide to Accessing Offshore Sources of Funding*, (with S. Polowin and A. Peachard), ACBC, Ottawa, July, 1990.
- ♦ *Factores Determinantes y Efectos Multiplicadores de la Modernización del Subsector de la Agricultura*, capítulo 10, en C. Pomerada and J. Torres, eds. *Modernización de la Agricultura en América Latina y el Caribe*, IICA, San José, Costa Rica, 1990 (with M.M. Lynch).
- ♦ *El Rol de la Modernización de la Agricultura en el Desarrollo Económico*, en *Proceso de Modernización de la Agricultura en América Latina y el Caribe*, IICA, San José, Costa Rica, 1989 (with M.M. Lynch).

- *ASEAN and the Shifting Tides of Economic Power at the End of the 1980's*, in *International Journal*, XLIV, 1989, pp. 640-659.
- *Evaluation of Debt Management Recording Systems: Sri Lanka and Papua New Guinea*; Commonwealth Secretariat, London, 1989 (with two other authors).
- *Evaluation of Debt Management Recording Systems: Papua New Guinea*, Commonwealth Secretariat, London, 1989 (with two other authors).
- *Expanding Markets, Diminishing Shares? Canadian Food Sales to Japan*, Ottawa, 1989 (with V.R. Flander).
- *Canada and Japan: The Money Business*, Ottawa, 1986, (with J.A. Hawkins).
- *Timorism: The Canada-Japan Pattern*, Ottawa, 1986, (with M.O. Lovatt).
- *Canada and Korea: New Partners*, Ottawa, 1985 (with M.O. Lovatt).
- *Canada's Future Technological Ties with Japan*, Ottawa, 1985.
- *Canadian Forest Products for Japan*, Ottawa, 1984 (with S.R. Hill).
- *Canadian Food for Japan*, Ottawa, 1983, (with M.O. Lovatt).
- *Canadian Coal for Japan*, Ottawa, 1982, (with S.R. Hill and S.S. Rahman).
- *Canada-Japan and the Pacific Community*, Ottawa, 1981, (with P. Price).
- *Canada-Japan: The Export-Import Picture*, Ottawa, biennially on various issues, (with V.R. Flander/M.O. Lovatt/S.R. Hill).
- *Japan's Industrial Development*. Testimony before Senate of Canada, Standing Committee on National Finance, 23rd Proceedings on Examination of Government Policy and Regional Disparities (Main Estimates 1980-1981). Issue No. 30, March 31, 1981.
- *Canadian Perspectives on Economic Relations with Japan*, Montreal, 1980.
- *Canada-Japan Trade and Investment*, Ottawa, 1979, (with S.R. Hill).
- *Friends or Acquaintances? Canada and Japan's Other Trading Partners in the Early 1980's*, Montreal, 1978.
- "Canada's Economic Ties with Japan", in Hillmer, N. and Stevenson, G., *Foremost Nation*, Toronto, 1977, pgs. 268-293.
- *Japan: Challenge and Opportunity for Canadian Industry*, Montreal, 1971 (translated into Japanese and published, Tokyo 1973).

#### OTHER ARTICLES:

- *"Financing Future Exports of Canada's Electrical Power Equipment Industry"*, in *Energy Studies Review* Vol. 4, No. 2, 1992, pp. 161-180.
- *"Aid to South Asia in the 1980s: Canada's Role and some Implications for Trade"*, in N.K. Choudhry, ed. *Canada and South Asia Development: Trade and Aid*, E.J. Brill, Leiden, 1991, pp. 78-96.
- *Canadian Exports to Japan: 1989*, presented at the Canada-Japan Business Cooperation Conference, Hiroshima, Japan, May, 1990 (with K. Pingsheim, published in Proceedings)
- *"ASEAN and the Shifting Tides of Economic Power at the End of the 1980's"*, in *International Journal*, XLIV, 1989, pp. 640-659.
- And more than forty other articles published on topics ranging from money and macro economic stabilization, to education and health, to international economic relations, and industrial policies.

#### OTHER ACTIVITIES:

- *Consultant* to the numerous young high technology companies in Ottawa, Toronto and San Jose, and to the Canadian International Development Agency, Canada Post Corporation, US Postal Service, Government of Japan, Canada-Japan Trade Council, Bank of Canada, Economic Council of Canada, Agriculture Canada, Fisheries and Oceans Canada, External Affairs Canada, Inter-American Institute of Agriculture, Commonwealth Secretariat, Asian Development Bank, World Bank and other Canadian and international agencies as well as private sector groups.
- *Financial Adviser, TeamCast.Com Inc.*, a software company specializing in IP-based (Internet Protocol) application development. TeamCast.Com is focussed exclusively on web-enabled knowledge management and group collaboration. The company has developed a dynamic product called TeamCast. TeamCast is an IP-based product that facilitates knowledge management across small to large organizations over the Internet or corporate Intranets. The company delivers its product in the following three ways: TeamCast Web Service; TeamCast Enterprise Software; TeamCast Corporate Hosting Service.
- *Financial Adviser, Video Telcom International Inc.*, a revolutionary communications company in the business of manufacturing and marketing high bandwidth Optical Switches and Video Communications technologies. Video TelCom's Optical Switch technology makes it possible and economically viable to transfer an optical signal from one end of a network to the other by using the properties of the light wave itself to route the transmission along different pathways through the network. The technology can save hundreds of billions of dollars spent annually by the telecommunications companies on fiber optic installations and switching equipment to increase their market share and enhance the capabilities of their networks for the data and video transmission generating new revenue streams.
- *Financial Adviser, Zivex Technology Solutions Inc.*, an information technology (IT) solution provider to small businesses. Zivex has developed a solution to provide small businesses access to the same set of tools and level of support commonly available to most large businesses. It is a complex technology infrastructure consisting of servers, communications hardware and software required to offer a complete IT enterprise management system.

**Earlier activities include, among others:**

- ♦ **Expert Advisor and Managing Editor:** Economic and Strategic Pre-Feasibility Study: Vietnam, Canadian International Development Agency, Asia Branch, Vietnam Program, (CIDA), 1994.
- ♦ **Project Director:** Trade, Investment and Development of the People's Republic of China, Canadian International Development Agency, China Desk, (CIDA), 1993.
- ♦ **Project Director:** Electric Power Generation in ASEAN: Market Opportunities, Foreign Affairs Canada, and Canadian Power Systems Export Promotion Group (CAPSEP), 1994.
- ♦ **Project Director:** Capital Markets and Financials of Power Equipment: Exports and Services to ASEAN, Foreign Affairs, Canada and Canadian Power Systems Export Promotion Group (CAPSEP), 1994.
- ♦ **Project Director:** NINA: Project Financing Study, Canadian Hydropower Consortia "A" and "B", 1993.
- ♦ **Project Director:** Economic Benefits Study: NINA, Canadian Hydropower Consortia "A" and "B", 1993.
- ♦ **Project Director:** Economic Analysis of the Canadian Lamb and Sheep Industry, Agriculture Canada, 1991-1992.
- ♦ **Project Director:** Prospects for Thailand's External Trade, NESDB, Thailand, 1991-1992.
- ♦ **Project Director:** Competitiveness of the Canadian Power Supply Export Sector, CAPSEP, Montreal, 1991.
- ♦ **Project Director:** Poland: Agri-Business Joint Venture Assessments, External Affairs, 1990-1991.
- ♦ **Rapporteur:** Round Table on Direct Investment from Japan, External Affairs and International Trade Canada. Report pub. March 1991.
- ♦ **Team Leader:** Report on the Potential Mechanisms for Coal-Based Electrical Generation Technology Transfer, CANMET, 1991.
- ♦ **Project Director:** Five Studies of Non-Traditional Exports from Debt-Burdened Countries in Latin America, OAS, 1989-1990.
- ♦ **Project Director:** Costa Rican Economic Development Program, CIDA, 1990.
- ♦ **Team Leader:** Philippines Industrial Survey of Seven Subsectors, (agroprocessing, fisheries, furniture, jewellery, autoparts, industrial chemicals, and footwear), CIDA, 1989-1990.
- ♦ **Sole Consultant:** Política Macroeconómica y Sectoriales y el Desarrollo Agrario, Guatemala, World Bank - SEICA - IICA, 1989.
- ♦ **Team Leader:** Design of the CIDA Modern Sector Assistance, Philippines, CIDA, 1988.
- ♦ **Project Director:** Philippines Industrial Development, CIDA, 1988.
- ♦ **Project Director:** New Role of Japan in International Assistance, CIDA, 1988.
- ♦ **Project Director:** ASEAN Technology Transfer, CIDA, 1987.
- ♦ **Team Leader:** Canadian Supply Capabilities in MLE Development, Volume III, Phases B&C, CIDA, 1987.
- ♦ **Team Leader:** Gatineau Park User Pay Policy Analysis, NCC/DSS, 1987.
- ♦ **Project Director:** Market Potential for Electrical Power in Thailand and Malaysia, AECL, 1987.
- ♦ **Team Leader:** SPX Courier Ground and Air Rates: Analysis and Discussion, CPC, 1987.
- ♦ **Team Leader:** Canada-US Free Trade: An Analysis of the Impact and Implications, Embassy of Japan, 1987.
- ♦ **Project Director:** Role of US Independent Truckers in US/Canada Transborder Trucking, Transport Canada, 1987.
- ♦ **Team Leader:** Canada's Business Relations with Non-Industrialized Asia, with Special Reference to International Trade, Embassy of Japan, 1987.
- ♦ **Project Director:** Role of Services in Development of Canadian Aid and Trade with Asia, CIDA, 1987.
- ♦ **Project Director:** Selected Issues in Aid and Trade with Asia, CIDA, 1987.
- ♦ **Project Director:** China Countertrade Project, Northrop Corporation, 1987.
- ♦ **Team Leader:** Summary of Medium and Large-Scale Enterprises, Volume I, Phases B&C, CIDA, 1987.
- ♦ **Team Leader:** Case Studies in MLE Development, (studies on Costa Rica, Malaysia, Korea, and Ivory Coast), Volume II, Phases B&C, CIDA, 1987.
- ♦ **Team Leader:** Discount Policy for Parcel Shipping, CPC, 1986.
- ♦ **Team Leader:** Canada's Agricultural Sector Business with the People's Republic of China, (inc. notes on Japan and Korea), External Affairs, 1986.
- ♦ **Team Leader:** Productivity Rates in the Canadian SPX Industry, CPC, 1986.
- ♦ **Project Director:** Philippines Sector Profile: Industry, CIDA, 1986.
- ♦ **Sole Consultant:** Report on Proposal to Commerce & Training Program in Economic Policies in Latin America at CIEPLAN, Santiago, CIDA, 1986.
- ♦ **Sole Consultant:** Report on Industrial Service Sector Involvement in CIDA Philippines Mission, CIDA, 1986.
- ♦ **Project Director:** Medium and Large-Scale Enterprises Policy: Defining the Issues, Phase A, CIDA, 1986.
- ♦ **Project Director:** Marketing Opportunities for Western Canada's Pork and Beef in the Far West USA, Agriculture Canada, 1986.
- ♦ **Project Director:** Canada-Africa Aid and Trade Study, CIDA/BMC, 1985.
- ♦ **Team Leader:** Electronic Mail Impact on Postal Demand, CPC, 1985.
- ♦ **Project Director:** Canada-Japan Free Trade, Japanese Embassy, 1985.
- ♦ **Project Director:** Canadian Small Parcel Industry, Canada Post Corporation (CPC), 1984.
- ♦ **Team Leader:** Agricultural Trade With Japan (Pork) and East Asia (Meats, Oilseeds, and Grains), Agriculture Canada, 1984.
- ♦ **Project Director:** Canada-Asia Aid and Trade Study, CIDA/BMC, 1984.
- ♦ **Project Director:** Canadian Food Aid for Asia, CIDA, 1983-1984.
- ♦ **Team Leader:** Agriculture, Fisheries and Forestry Taskforce, Pacific Economic Cooperation Committee, Bangkok, Thailand, 1983.
- ♦ **Project Director:** Asia Future Study, Canadian International Development Agency (CIDA), 1982-1983.
- ♦ **Co-ordinator and Managing Editor:** Five volumes of Canada/Pacific Rim Economic Studies for IRPP.
- ♦ **Program Adviser:** (formerly Associate Director), Economics and Rural Development Program, International Development Research Centre (IDRC), 1980-1983.

- ♦ *Project Director:* International Trade and Industrial Development: A Six Country Study (Korea and ASEAN), while with IDRC.
- ♦ *Project Director:* Studies in Income Distribution: Chile, while with IDRC.
- ♦ *Project Director:* Agricultural Development Problems: Costa Rica and Nicaragua, while with IDRC.
- ♦ *Consultant* to the Royal Bank of Canada: Preparing overviews of political and economic prospects for medium-term development in Asia, ranging from India to Republic of Korea, 1981-1982.
- ♦ *Conference Convenor:* Fourth Pacific Trade and Development Conference, Fiftieth Anniversary of Canada-Japan Relations Conference, Southeast Asia Barriers to Trade Conference, Canadian Aid and Trade Seminar, and many others.
- ♦ *Staff Member:* Royal Commission on the Future of the Canadian Automotive Industry (Raisman Report), 1978.
- ♦ Also numerous lectures at universities, seminars, overseas missions and field experience in Japan, Korea, Taiwan, Singapore, Malaysia, Thailand, Indonesia, Philippines, Sri Lanka, India, Maldives, Papua New Guinea, Egypt, Lebanon, Jordan, Guyana, Costa Rica, Panama, Chile, Argentina, Jamaica, Bermuda and Barbados.

*For a profile of activities focused on other regions please contact Econolynx, Ottawa.*